

**CHARTER**  
**Aviation Safety (AVS) Labor Management Forum**

**Purpose:** To Establish and maintain a cooperative process designed to use the strengths of both union and management to best serve AVS employees and meet our safety mission.

**Goals:** To create an environment that inspires and enables individuals and teams to be high-performing and to take personal responsibility through:

- Cooperative behavior and leadership;
- the establishment of guidance to promote and provide cooperative opportunities that fall outside the scope of collective bargaining;
- the development of templates related to pre-decisional involvement (PDI) and cooperation;
- the sharing of information on AVS programs and best practices; and
- the development of metrics to assess Forum goals and objectives

**Functions:** (1) Provide the opportunity for union/management pre-decisional involvement in matters pertaining to the mission and the strategies and tactics for performing it. (2) Develop policies and procedures to enable representatives of all AVS offices to elevate issues for global consideration of the Forum for positive impact and issue resolution. (3) Resolve issues that impede AVS from mission accomplishment or interfere with job satisfaction and a balanced work-life.

**Membership:** The leadership team consists of the Associate Administrator for Aviation Safety, representatives for all appropriate unions, and management representatives from each AVS Office and Service that has unionized employees. Members will make every attempt to attend in person, but it will be permissible for a member to designate an alternate in extenuating circumstances. If an alternate attends, it will be the responsibility of the member to assure that the alternate is fully informed on all pertinent issues, and is delegated the authority to vote in the member's absence.

The Forum will have co-chairs, one from labor and one from management, each serving a one year term with the option for one additional year. Co-chairs will be determined by their respective membership group.

## GROUND RULES

**Commitment:** Forum members agree to leave organizational rank at the door, value all member comments, be respectful of others, keep focused, be creative, be open, demonstrate integrity for the good of the whole, contribute ideas and opinions, listen to others, and to challenge each other if these commitments are not followed.

**Facilitator/Recorder:** A facilitator will be used for each Forum meeting. The Forum will also have a recorder, chosen by mutual consent.

**Agenda:** Forum meetings will have an established agenda. The co-chairs will work together and with the members to set the agenda. Ad hoc items may be added to the agenda as appropriate. Agenda and background material, where appropriate, will be provided to the Forum members in advance of the meeting. Members will confirm attendance at least one week prior to the meeting.

### Structure and Operating Norms:

**Meetings:** The Forum will meet four times a year, and in person if at all possible.  
**NOTE:** In cases of inclement weather or some other circumstance that prevents or restricts travel, the group may meet virtually.

**Decision Making:** Decisions will be made using consensus methods or other cooperative problem-solving/decision-making techniques. If the co-chairs determine that a consensus solution is not likely after a reasonable time for discussion, the co-chairs will propose an alternative method to resolve a particular issue.

**Revisions to The Charter:** This charter may be revised in accordance with the process described in Decision-Making above.

### AVS Management/Agency:



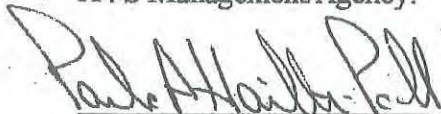
Fred Tilton, AAM-1


  
John Allen, AFS-1  
Frank Paskiewicz, AIR-2

### Union Representatives:

  
Paul Wills, NATCA/Drug Abatement  
Linda Goodrich, PASS Flight Standards  
James Pratt, PASS MIDO

AVS Management/Agency:

  
Pam Hamilton, AQS-1

  
Tony Fazio, AWP-1

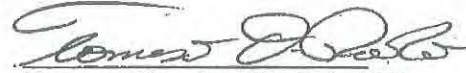
  
Dennis Pratte, ARM-1

  
Peggy Gilligan, AVS-1

Union Representatives:

  
Tami Davis, AFGE

  
Jean Watson, AFSCME

  
Tomaso DiPaolo, NATCA-AIR



## AVS Pre Decisional Involvement (PDI) Guidance

### This document is intended to serve as a guide for AVS implementation of Pre-Decisional Involvement (PDI) activities

On December 9, 2009, the President of the United States signed Executive Order 13522 – *Creating Labor-Management Forums To Improve Delivery of Government Services*. Specifically Section 3...stated in part: "...to help identify problems and propose solutions to better serve the public and agency missions..." "... allow employees and their union representatives to have pre-decisional involvement in all workplace matters to the fullest extent practicable, without regard to whether those matters are negotiable subjects of bargaining". *The Aviation Safety Labor Management Forum Charter* establishes goals through "the development of templates related to pre-decisional (PDI) involvement and cooperation" and "to provide the opportunity for union/management pre-decisional involvement in matters pertaining to the mission and the strategies and tactics for performing it".

The intention is to open up healthy dialogue and exchange early on in the evolution of consideration rather than waiting until the decision is made and forcing the parties into a potentially protracted and traditional path with positions as opposed to joint solutions.

AVS management and labor unions are committed to applying PDI whenever possible.

#### AVS Management/Agency:

John M. Allen 12/4/12  
John Allen, AFS-1  
Co-Chair

Tony Fazi 12/4/12  
Tony Fazi, AVS-1

Dr. Fred Tilton 12/4/12  
Dr. Fred Tilton, AAM-1

Frank Paskiewicz 12/4/12  
Frank Paskiewicz, AIR-2

Pam Hamilton 12/4/12  
Pam Hamilton, AQS-1

Livie Liu 12/4/12  
Livie Liu, ARM-1

Peggy Gilligan 12/4/12  
Peggy Gilligan, AVS-1

#### Union Representatives:

Linda Goodrich 12/4/12  
Linda Goodrich, PASS Flight Standards  
Co-Chair

Tomaso DiPaolo 12/4/12  
Tomaso DiPaolo, NATCA-AIR

Paul Wills 12/6/12  
Paul Wills, NATCA Drug Abatement

Jim Pratt 12/4/12  
Jim Pratt, PASS MIDO

Tami Davis 12/4/12  
Tami Davis, AFGE

Jean Watson 12/4/12  
Jean Watson, AFSCME

### **Issues or Subjects Appropriate for PDI:**

This guidance is intended to assist Labor and Management to jointly address AVS workplace matters to the fullest extent practicable at the lowest possible level. Most workplace matters may be appropriate for PDI, if in the parties' mutual interest. Emergency, mission crucial, security-related and time sensitive matters may not be appropriate.

### **PDI Structure:**

PDI structure utilizes a team-based approach grounded in interest-based problem-solving principles under the auspices of the AVS Labor-Management Forum (LMF). The AVS LMF authorizes and encourages PDI and it recognizes direct involvement which promotes a healthy engagement at the lowest possible levels of the organization. The LMF supports all of AVS through the following:

- The AVS LMF expects itself as well as each business level below the AVS LMS to identify issues to be worked.
- When an issue is identified, a labor-management pair determines the scope and structure of PDI.
- The labor-management pair may select a team or a working group made up of union and management representatives. They will develop a charter or scoping document, as needed to include the parties' interests and the expectations of the results, as well as a metric to measure the benefits to the organization such as benefit to improve government services, cost savings to the public or enhanced implementation of products or services for effective organizational buy-in.
- The labor-management pair will coordinate the charge of the team including identification of the issue(s) to be addressed and the standards the team will apply in adopting a recommended solution.
- Each labor-management pair determines the team's decision making authority (i.e, whether the team has final decision making authority or whether the team is to present a written report to the labor-management pair with its recommendation); time limitations; the size and composition of the team; the method and frequency of communication; the team's final work product; the information that will be supplied to the team members, etc.

### **Develop Shared Expectations on key issues:**

Options that may occur after PDI has concluded, as appropriate:

1. Recommendation reached - the union and AVS decision maker accept the team's recommendation(s). The parties document the recommendation and agree to proceed to implementation without statutory bargaining,
2. Recommendation is modified and accepted by the union and the AVS decision maker – the union and AVS document the recommendation and proceed to implementation without statutory bargaining,
3. No decision is determined by management to be needed or implemented but both parties have effectively shared information, or

4. Agreement is only reached on some options so the parties accept those items and the rest reverts to statutory bargaining, as appropriate. In all instances the parties will still benefit from the PDI since now a limited amount of issues remain and interests have already been identified and established.

Regardless of what happens after PDI, if any agreement or understanding/recommendation is reached, it must be documented in writing.

AVS LMF expects the parties will share all relevant information as part of the problem solving process, where not prohibited by law or highly sensitive or proprietary information. The parties recognize that neither party waives any rights under the Statute by agreeing to engage in PDI and that agreements or recommendations reached do not conflict with current collective bargaining agreements. Although it may be necessary to engage in some statutory bargaining after PDI, the amount of bargaining will normally be substantially diminished and more focused.